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by Mudrifah .

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Antecedents of Employee Intention to Leave The SMEs

Mudrifah¹, Dian Rokhmawati^{2*}

¹ Universitas Muhammadiyah Malang, Indonesia

² Universitas Muhammadiyah Malang, Indonesia

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Abstract

The purpose of this study was to find out how the effect of the antecedents of intention to leave involves job dissatisfaction and work-related stress in the Small Medium Enterprises (SMEs). The variables were moderated by the perceived alternative job opportunities (PAJO) as Indonesian Migrant Workers. A total of 89 questionnaires were distributed to the employees of SMEs located in Ngunut District, Tulungagung Regency, East Java, Indonesia. The Data were analyzed using the associative descriptive method, using PLS version 3.0 software. The results of the analysis obtained in this study indicate that work dissatisfaction and work-related stress have a positive influence on the intention to leave the SMEs. The perceived of alternative job opportunities as Indonesian migrant workers successfully moderating the effect of employee work-related stress on the plan to leave SMEs in Ngunut District, Tulungagung Regency.

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui bagaimana pengaruh anteseden niat untuk meninggalkan melibatkan ketidakpuasan kerja dan stres yang terkait dengan pekerjaan di Small Medium Enterprises (UKM). Variabel-variabel tersebut dimoderasi oleh persepsi peluang kerja alternatif (PAJO) sebagai Pekerja Migran Indonesia. Sebanyak 89 kuesioner dibagikan kepada karyawan UKM yang berlokasi di Kabupaten Ngunut, Kabupaten Tulungagung, Jawa Timur, Indonesia. Data dianalisis menggunakan metode deskriptif asosiatif, menggunakan perangkat lunak PLS versi 3.0. Hasil analisis yang diperoleh dalam penelitian ini menunjukkan bahwa ketidakpuasan kerja dan stres terkait pekerjaan memiliki pengaruh positif terhadap niat untuk meninggalkan UKM. Persepsi peluang kerja alternatif sebagai pekerja migran Indonesia berhasil memoderasi pengaruh tekanan terkait pekerjaan karyawan pada rencana meninggalkan UKM di Kabupaten Ngunut, Kabupaten Tulungagung.

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* Corresponding Author.

ifamudrifah@gmail.com (Mudrifah)

diandjakfar@gmail.com (Dian Rokhamawati)

INTRODUCTION

Small Medium Enterprises (SMEs) have a vital role in increasing economic growth in Indonesia. SMEs and entrepreneurship contribute significantly to the creation of jobs and the labor market in every line of the economy. SMEs and entrepreneurship are also not limited by the challenges of the geographical area so that business people in all corners of Indonesia can cultivate the field. The competition of the business world then encourages entrepreneurs to come up with new ideas that can build products and services that provide more value to customers. The accuracy of business people in adjusting their products or services according to the needs of the community is one of the determinants of the success of a business (Coff & Raffie, 20 15).

Because of that, good companies can compete and dominate the market. The efforts to improve the quality of the company can be made by investing in managerial practices of Human Resources (HR). HR is an essential factor in the organization — recruitment, training, development, maintenance and retaining employees tailored to the needs of the company. Furthermore, the importance of Strategic Human Resource Management (SHRM) for SMEs is no doubt (Bratton & Gold, 2017). A lot of small companies is facing severe human resource problems, while at the same time these human resources play a vital role in developing and maintaining their competitive advantage (Jenter & Kanaan, 2015).

Talent retention is significant for organizations, especially for SMEs in order to develop their business. However, attracting, recruiting, attracting, motivating and retaining talent is always tricky for SMEs because of their size and lack of emphasis on staff management. Many SMEs prefer to ignore rather than solve the problem of talent retention. Prior research also revealed that most SMEs believe that the problem of Human Resources, especially in talent retention, will lead to higher costs, so they do not like to invest and spend more on it. According to Kinear and Suthrland (2016), the mobility of knowledge workers is the organization's primary concern in this new economy where organizations can lose their competitive advantage without talent. Therefore, they must prepare a budget to maintain excellent employees in the organization (Aubert & Hollandts, 2015; Cascio, 2015).

Voluntary turnover which is an act of employees to leave the company voluntarily can occur due to many factors. Several retention strategies are carried out by companies to understand what is desired by employees. Olufunso & Tony (2014), O'Shea (2013) and Fitz-Enz (2009) found causes of voluntary turnover, including lack of trust in the organization and trust in superiors, little or no opportunity to develop, exchange of places or unfair work positions, lack of a clear career path, lack of roles, authority or decent influence , age, lack of salary, conflict with colleagues and no recognition from the company for employee achievements. Meanwhile, employee turnover will lead to high direct and indirect costs to the organization. For example, direct costs include the costs of costs and time to recruit or interview new employees (Li & Jones, 2013), premium salaries offered to attract new candidates and training costs for new employees. The indirect costs most concerned by organizations are the loss of their intellectual capital whose knowledge and experience have been flown from the organization. When talent leaves, low productivity, and performance for the organization will also be identified as indirect costs (Davis, Cutt, Flynn, & Mowl, 2016).

Having a significant effect on organizational performance, the determinants of employee turnover have been extensively studied. Research has been done by Elçi, Şener, Aksoy, and Alpan (2012) found that a critical antecedent of employee turnover intentions is leadership and work-related stress. The study found that work-related stress was examined as a mediator of the relationship between ethical leadership, leader effectiveness and intention to leave. Using a sample of 1,093 employees in 70 companies operating in nine different industries, it was found that while ethical leadership and leadership effectiveness negatively affected employee turnover intentions, work-related stress had a positive effect on the intention to leave. Another research were done by Dalavi and Ganji (2014) the results of this study indicated that there was a

negative correlation¹ and significant relationship between ethical leadership and turnover intention, and also a positive correlation, and significant relationship between job stress and turnover intention.

Research on the intention to leave⁴ also has been carried out in Indonesia, including Wening (2005) who found that successful organizational commitment mediated intention to leave job satisfaction in several banks and manufacturing companies in Indonesia. Salary satisfaction and job satisfaction hurt intention to leave expressed by Andini (2006), who researched Roemani Hospital Muhammadiyah Semarang. Suryaman & Rahardjo (2011) found that job satisfaction and organizational commitment hurt intention to leave employees of the Santika Premiere Hotel Semarang. Rismawan et al. (2014) found that job satisfaction hurt intention to leave, job satisfaction had a positive and significant effect on organizational commitment and a significant adverse effect on the intention to leave, and organizational commitment mediated partially between job satisfaction and intention to leave.

The difference in this research with previous research is mainly related to the indirect influence of the availability of alternative jobs as the migrant workers to the intention of SMEs employees to leave the company. Employee behavior leaving the company can be understood in terms of the attractiveness of staying at work and the possibility of choosing alternative jobs as Indonesian migrant workers. This is a combination of interrelationships in different contexts. Employee perceptions of the availability of alternative jobs with actual labor market conditions can be different. Availability of alternative jobs plays a different role in determining the intention to leave and the behavior to leave work / resign.

Employee work's searching in the context of behavior can be driven by the belief and knowledge that there are alternative jobs that are suitable and no more extended perceptions. Whereas in the context of perception is where an employee is only looking for alternative jobs and not leaving the company. Most employees see, or relatives have been prosperous overseas and have a high perception of the availability of jobs abroad. They assume that they can get a better life by working abroad than working in SMEs. The employees who have a high perception of the availability of alternative jobs may have the intention to go out and take the initial steps needed to find a job but do not leave the company if there are no alternatives available. Further research about the perception of the availability of alternative job opportunities is interesting research to do.

According to Moneta (2011) intention to leave can be defined as an attitude tendency or level where an employee can leave the organization or resign voluntarily from his job. Tzafrir (2015) stated four indicators of an intention to leave by Mobley namely: (1) the tendency to look for other jobs, namely the tendency of employees to think of leaving the company and looking for other different jobs. (2) the possibility of finding another job, namely the possibility of employees to find work in other companies. (3) the possibility of leaving work, namely the possibility of employees leaving work and choosing to stop working. (4) the possibility of employees leaving the company immediately, namely the possibility of leaving the company in less than one year.

Also, Folkman (2013) states that work-related stress is as an imbalance between perceptions of the environment their demands and perceptions of abilities perceived by these demands (Moustaka & Constantinidis, 2010). Stress can cause the consequences of the physical, behavioral and organizational aspects of the workers. Job-related stress is the leading cause of poor work health, reduced productivity and human error. This can cause absence due to illness, high staff turnover, and poor performance and the possible increase in accidents due to human error. The stress component associated with work consists of job demands, job control, managerial support, peer support, strong relationships, role clarity, and change.

In the other hand, job dissatisfaction is an unfulfilled individual orientation that influences the role in work and the characteristics of the work. Haryono (2013) defines that job

dissatisfaction is an unpleasant emotional state in which employees view their work. There are five dimensions to measure the employee dissatisfaction (Pinder, 2014): (1) dissatisfaction with salaries, namely less financial benefits received by employees including wages, bonus premiums, and financial benefits, (measured by a sense of justice, comparable to other similar workplaces, and the amount of salary given according to profession). (2) career promotion opportunities, in the other words, it is a lack of opportunities to advance and develop themselves in the organization. (3) dissatisfaction with supervision, namely lack of the ability of supervisors to provide technical assistance and behavioral support through the communication process for specific purposes (measured by giving direction by superiors with objective, reprimand when guilty, and positive feedback when working correctly). (4) dissatisfaction with personal relationships, namely interaction, and involvement with colleagues, superiors, subordinates, and others, in doing a job, (measured through communication with superiors, in collaboration with fellow employees and mutual respect). (5) the work itself, namely no variations in work and control over methods and work steps.

Loi et al. (2006) define perceptions of alternative employment opportunities as individual perceptions of the availability of alternative jobs in other organizations or other places. Maertz et al. (2007) state that high and low levels of employment can be influenced by several factors, namely: (1) labor market conditions. Employees with more established economies will tend to choose to stay in the company while employees with less stable economic conditions will look for other alternative jobs that offer better salaries, benefits, bonuses, and other benefits. (2) employees who are married will tend to stay in the company where he works because there is a responsibility to support his family, while single-status employees can quickly move to find work elsewhere. (3) Human resource productivity or quality. A person's high productivity/quality will encourage high levels of alternative employment opportunities. Someone who has specific skills will tend to be easier to find work elsewhere, so the tendency to leave the organization is high. Conversely, if a person's productivity and quality are low or someone does not have specific skills, alternative employment opportunities will be increasingly difficult to obtain. (4) Structure of the employee age. The younger the age of the employee, the higher the perception of the existence of alternative job opportunities; on the contrary the higher the age of the employee, the alternative employment opportunities will be lower.

This study examines the direct effect of SMEs' employee dissatisfaction to leave the company. Furthermore, it examines the indirect effect of job satisfaction on the intention to leave the company which is moderated by the PAJO. As well as testing work-related stress towards the intention to leave the company with PAJO as a moderating variable. Based on the description above, the following hypotheses are proposed for testing.

H₁: Job dissatisfaction has a positive effect on the intention to leave SMEs in Ngunut District.

Lambert (2001) found that job dissatisfaction was the most reliable driving factor for someone leaving the company while salary-based job dissatisfaction has a positive effect on the desire of employees in the health industry to leave the company (Acker, 2004). While another prior research was done by Nadiri and Tanova (2010). A total of 208 employees and their managers filled out questionnaires. It was found that distributive justice tended to be a stronger predictor of all of the study variables compared to procedural justice. Findings suggest that the job dissatisfaction that employees receive have more impact on turnover intentions than the perceived fairness of a firm's procedures.

H₂: Work-related stress has a positive effect on the intention to leave SMEs in Ngunut District.

A prior study to investigate work-related stress among recent nursing graduates and identify factors that influence their stress levels, as well as the intention to resign from their employment was done by Wu, Fox, Stokes, and Adam (2012). Potential factors include gender,

program type, work unit and duration, graduation time, and orientation. The study results indicate that junior RNs and BSN graduates are more likely to experience stress. Of all the stressors identified, equipment issues were the only factor that correlated both statistically and significantly to the participants' intention to quit. By investigating specific work-related stressors and coping strategies that these newly graduated nurses experience, this research may provide relevant information to better prepare and support future nursing students successfully transitioned to practice.

H₃: PAJO successfully moderated the effect of job dissatisfaction on the intention to leave employees of SMEs in Ngunut District.

Mushtaq et al. (2014) found that generally when employees feel that employment opportunities are high, employees with high levels of dissatisfaction tend to leave high companies. This research was conducted on private employees in developing countries. While the positive results between the intention to leave alternative employment opportunities are shown by Swider et al. (2011) to employees in the United States, this happens because in developed countries despite the perception of high alternative employment opportunities, employees who have high organizational commitment tend to want to stay in the company.

H₄: PAJO successfully moderated the effect of work-related stress on the intention to leave SMEs in Ngunut district.

Chapman et al. (2014) revealed that labor market conditions and the perception of the labor market did not significantly affect the intention to leave the company because the perception of the labor market was based on incomplete information. Although the level of labor market availability is low, an employee may have a wrong perception so that the employee's intention to stop becomes high. If the perception of alternative work is high and commitment with the organization is low, and employees do not have a particular interest in organizational goals, their intention to leave the organization will be higher. Also, it is necessary to further examine the effect of perceptions of high alternative employment opportunities and work-related stress on the intention to leave the company. (Direnzo & Greenhaus, 2011; Joseph, Ng, Koh, & Ang, 2007).

METHOD

This research is a type of causality, aims to measure exogenous variables namely job dissatisfaction on endogenous variables of organizational commitment and intention to leave the company with a moderating variable in the form of perceptions of alternative employment opportunities. The data is obtained by distributing questionnaires that contain indicators related to variables of job satisfaction, perceptions of alternative employment opportunities, organizational commitment and intention to leave the company. The statements in questionnaires were measured using the Likert scale 1-5 to get data that was interval given a score or value (Sugiyono, 2012)

The sampling technique in this study is probability sampling with simple random sampling. Probability sampling is a sampling technique that provides equal opportunities for each member of the population to be chosen as a sample member. While simple random sampling is the taking of sample members from the population carried out randomly regardless of the strata that exist in that population (Sugiyono, 2014). The number of samples for this study were 89 employees of SMEs in Ngunut district, Tulungagung engaged in the culinary industry sector. This study uses a questionnaire where several questions or written statements has given to the respondents to obtain information from respondents.

Demographic characteristics of respondents in this study were differentiated according to gender, status, and age. As for 89 respondents, the data obtained in table 1. Data analysis was performed using PLS software tools, the output of the loading factor structure model that will explain the construct of job satisfaction, work-related stress, intention to leave the company and the perception of alternative employment opportunities is shown in the figure 1.

Validity test is the accuracy or accuracy of an instrument in measuring what is needed to measure (Arikunto, 2006). Widayat (2016) states that the validity test is used to determine the level of validity of the instrument (questionnaire) used in data collection.

Table 1. Gender and Marriage Status of the Respondents

Gender	Status	Respondents	Percentage
Male	Married	17	19
	Single	8	9
Female	Married	44	49
	Single	20	23
Total		89	100

Education	Respondents	Percentage
Elementary School	33	37
SMP	24	27
Junior High School	21	24
Senior High School	11	12
Total	89	100

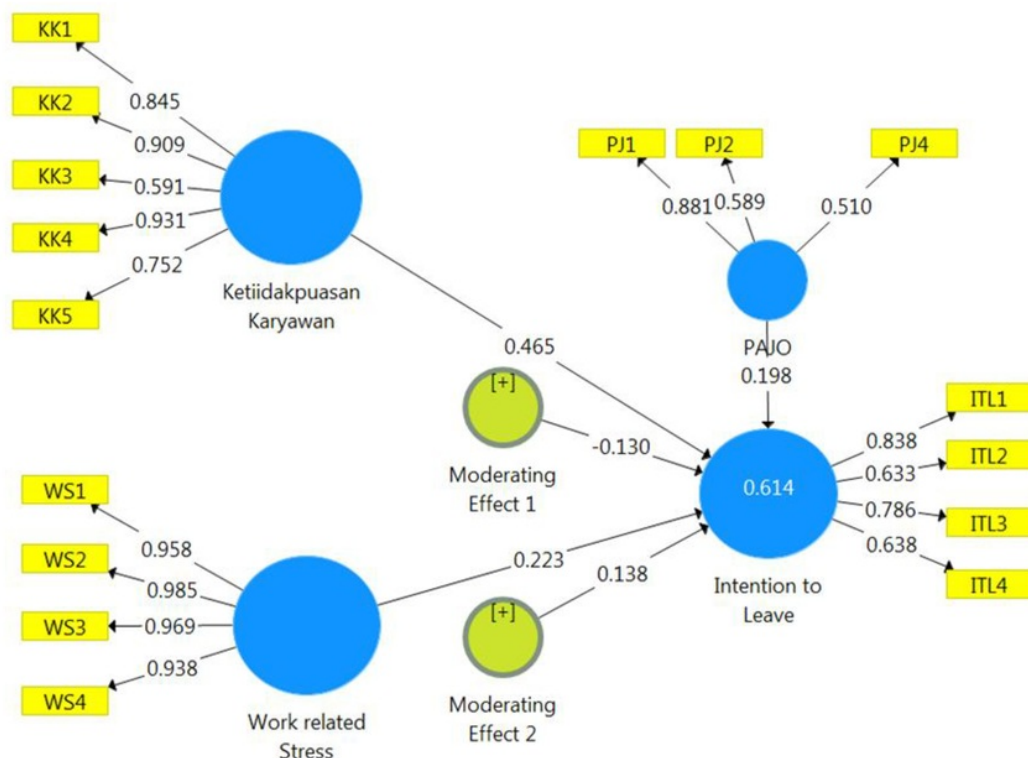


Figure 1. Output of the loading factor structure model

RESULTS AND DISCUSSION

The validity test of this research is presented in the following table 2 and 3. The table above shows that the AVE value of all variables above 0.50 so that the model in this study has good discriminant validity because the AVE roots for each construct are higher than the correlation between constructs and other constructs. As for the PAJO value, it is also slightly more significant than the standard value. While the reliability test results can be seen in the following table 4.

Table 2. Validity Test

Variable	Indicators	Outer loading	Validity
Job dissatisfaction	KK1	0,85	valid
	KK2	0,91	valid
	KK3	0,61	valid
	KK4	0,93	valid
	KK5	0,75	valid
Work-related stress	WS1	0,96	valid
	WS2	0,98	valid
	WS3	0,97	valid
	WS4	0,94	valid
Intention to leave	ITL1	0,84	valid
	ITL2	0,63	valid
	ITL3	0,71	valid
	ITL4	0,61	valid
PAJO	PJ1	0.88	valid
	PJ2	0,61	Valid
	PJ4	0,51	Valid

Table 3. Average Variance Extracted

Variable	AVE
Job dissatisfaction	0, 638
Work-related stress	0,533
Intention to leave	0,611
PAJO	0,774

Table 4. Composite Reliability and Cronbach Alpha

Variable	Composite Reliability	Cronbach Alpha
Job dissatisfaction	0,91	0,87
Work-Related Stress	0,98	0,98
Intention to Leave	0,82	0,71
PAJO	0,70	0, 70

Latent variables can be said to have excellent reliability if the composite reliability value is more significant than 0.70. The high composite reliability value indicates internal consistency or the consistency value of each indicator in measuring the construct. The composite reliability value of the employee job dissatisfaction variable is 0.91, while the work-related stress variable is 0.98. The intention of leaving the company has a composite reliability value of 0.82, and the moderating variable of PAJO is 0.70. The table above also shows that all variables in this study have Cronbach alpha values > 0.70 which means that the construct of this study has excellent reliability. Furthermore, the table of R-square values in this study in the table 5.

The table above shows the R-square value of intention to leave variable at 61%. It means that the ability of independent variables in the context of this study is employee job dissatisfaction and work-related stress, able to explain the variance of the intention to leave variable by 61%. So that by 39% (100% -61%) the variance of Sugiyono (2007) states that the guideline to provide an interpretation of the correlation coefficient is if the R-square value is between 0.60-0.799 that means the relationship occurs between job dissatisfaction with an intention to leave the SMEs in Ngunut district includes a potent category.

The hypothesis test results are conducted to determine whether the initial hypothesis is accepted or rejected. The results of hypothesis testing in this study in the table 6.

H₁: Job dissatisfaction has a positive effect on the intention to leave employees of SMEs in Ngunut district. Test one hypothesis is to test the direct effect of job dissatisfaction on an intention to leave. Based on the test results, the path coefficient value is 0.47, and the T-Statistics value is 2.14. The path coefficient value 0.47 has a positive sign indicating the effect of job dissatisfaction on an intention to leave SMEs in the Ngunut District is proportional, namely the higher the employee's dissatisfaction, the higher the intention to leave. The T-Statistics value of 2.14 is higher than the T-Table value (1.96), meaning that the influence is significant. It can be said that the effect of job dissatisfaction on an intention to leave SMEs in Ngunut district has a positive and significant effect.

H₂: Work-related stress has a positive effect on the intention to leave SMEs in Ngunut district. Moreover, the test for the second hypothesis is whether there is a direct effect of work-related stress on the intention to leave the company. Based on the test results, the path coefficient value is 0.22 and the T-Statistics value is 1.03. The path coefficient value of 0.22 has a positive sign indicating the effect of work-related stress on the intention to leave is directly proportional. The higher the work-related stress, the higher the employee's intention to leave the company. The T-Statistics value of 1.03 is smaller than the T-Table value (1.96), which means that it is not significant. Based on the results of the second hypothesis testing above, the effect of work-related stress on the intention to leave SMEs in Ngunut district has a positive but not significant effect.

The indirect effect test results were carried out to find out how the relationship of job dissatisfaction, work-related stress to leave the SMEs and the moderating influence of the perception

Table 5. R-Square Results

Variable	R-square
Intention to Leave	0,61

Table 6. Direct Correlation Test Results

Direct Correlation Test		
Variables	Path Coef.	T-Statistics
Job dissatisfaction and intention to leave	0,47	2,14
Work-related stress and intention to leave	0,22	1,03

variables of alternative employment opportunities. The results of the indirect effect test in this study are presented in the table 7.

H₃: PAJO successfully moderated the effect of job dissatisfaction on an intention to leave employees of SMEs in Ngunut district. The result of hypothesis 3 test in the table above aims to examine the indirect effect of job dissatisfaction on an intention to leave with the perception of alternative employment opportunities as a moderating variable. There is a negative relationship with a parameter coefficient of 0.13 but not significant as indicated by the magnitude of the T-statistic of 0.71 which is smaller than the T-table value of 1.96. The results of this test prove empirically the perception of alternative employment opportunities does not moderate the effect of dissatisfaction on the intention to leave.

H₄: PAJO successfully moderated the effect of work-related stress on the intention to leave SMEs in Ngunut district. PAJO's moderation of work-related stress and intention to leave the company has a positive relationship with the parameter coefficient 0.14 but not significant with a T-statistic value of 0.75 smaller than the T-table value of 1.96. This proves empirically the perception of alternative employment opportunities to strengthen work-related stress on the intention to leave SMEs in Ngunut district.

CONCLUSIONS AND RECOMMENDATIONS

The intention of employees to leave SMEs in Ngunut district is quite high. Nevertheless, employees do not necessarily make withdrawals or actual turnover. In this case, the dissatisfaction of employee salaries in SMEs in Ngunut district is partially quite high. The existence of different employee perceptions of the salary received and the higher needs of employees causes employees to be dissatisfied with the salary received. This study proves that job dissatisfaction and work-related stress of SMEs in Ngunut district employees have a positive effect on the intention to leave.

Even so, PAJO does not moderate the effect of job dissatisfaction on the intention to leave employees of SMEs in Ngunut district. This is because the respondents are more than middle-aged women so that they are easy to accept or are easily satisfied. Also, the perception of employment opportunities can be different from the actual labor market conditions. Employees who have specific skills tend to be more confident and have a high perception of available alternative employment opportunities. The perception of alternative employment opportunities strengthens the effect of work-related stress on the intention to leave SMEs in Ngunut district. The higher the work-related stress of employees, the higher the intention to leave the company is reinforced by the perception of alternative employment opportunities as Indonesian migrant workers.

After learning the results of research on the effect of job dissatisfaction and work-related stress on the intention to leave SMEs, SMEs are advised to improve the quality of employee retention by increasing salary satisfaction and increasing benefits and rewards for productive employees. Also, increasing salary is transparent to employees so that employees will feel satisfied and continue to work in the company. The limitation of this study is that the perception of alternative employment opportunities can be different from the availability of job opportunities in the labor market. This is caused by limited information obtained by respondents. For further research some of the control variables can be added, for example, respondents who still tend to work abroad. Also, research with PAJO variables can be done by comparing or expanding the object of the research, in different cities or provincial SMEs, so that more comprehensive research results can be obtained.

Table 7. Moderation Variable Effect Test Results

Variable	Path coefficient	T-Statistics
Job dissatisfaction and intention to leave moderated by PAJO	-0,13	0,71
Work-related stress and intention to leave moderated by PAJO	0,14	0,75

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